



J. TYLER McCAULEY  
AUDITOR-CONTROLLER

## COUNTY OF LOS ANGELES DEPARTMENT OF AUDITOR-CONTROLLER

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December 20, 2004

TO: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

FROM: J. Tyler McCauley *Maria Oms*  
Auditor-Controller *for*

SUBJECT: **ARMENIAN RELIEF SOCIETY CONTRACT REVIEW**

We have completed a review of Armenian Relief Society (ARS), an Integrated Care Management Program service provider. The review was conducted as part of the Auditor-Controller's Centralized Contract Monitoring Pilot Project.

### **Background**

The Department of Community and Senior Services (DCSS) contracts with ARS, a private, non-profit, community-based organization, which provides services to seniors ages 60 and older, their spouses, and disabled residents, located in Service Planning Areas two and three. The types of services provided by ARS include interviewing program participants to assess their cognitive, social, emotional, and medical needs and to develop care plans that identify and address those needs. ARS office is located in the Fifth District.

DCSS pays ARS a negotiated hourly rate of \$22 per hour for Intake Screening and \$40 per hour for all other types of services (i.e. In-Home Assessment, Care Plan, etc.). The negotiated hourly rates are based on the program costs and service hours that ARS estimated in their proposal. For Fiscal Year 2002-03, DCSS paid ARS approximately \$80,500.

### **Purpose/Methodology**

The purpose of the review was to determine whether ARS was providing the services outlined in their Program Statement and County contract. We also evaluated ARS' ability to achieve planned levels of service and staffing. Our monitoring visit included a

*"To Enrich Lives Through Effective and Caring Service"*

review of ARS' Annual Service Level Assessment report, billing statements, participant case files, personnel and payroll records, and interviews with ARS staff and program participants.

### **Results of Review**

The program participants interviewed stated that the services they received from ARS met their expectations. In addition, our review of a sample of case files disclosed the program participants qualified for program services.

However, ARS did not always sufficiently document the services hours billed to DCSS. Eleven (12%) of 95 hours sampled were not sufficiently documented. The amount of billing not sufficiently documented totaled \$440. In addition, ARS' Care Manager did not possess a Bachelor's degree, as required by the County contract.

We recommend that ARS management maintain documentation to support their provision of services and ensure that staff possess the required educational requirements prior to working on the County contract.

The details of our contract compliance review, along with the recommendations for corrective action, are included in the attached report.

### **Review of Report**

On December 6, 2004, we discussed our report with ARS and in their attached response, ARS agrees with our findings. We notified DCSS of the results of our review. DCSS will work with ARS to ensure that areas of non-compliance disclosed in this report are resolved. DCSS will report to the Board of Supervisor within 60 days of this report on the implementation of our recommendations.

Please call me if you have any questions, or your staff may contact Don Chadwick at (626) 293-1102.

JTM:MMO:DC

- c: David E. Janssen, Chief Administrative Officer  
Department of Community and Senior Services  
Cynthia Banks, Chief Deputy Director  
Laura Medina, Acting, Program Manager  
Sonia Zinzalian, Director, Armenian Relief Society  
Violet Varona-Lukens, Executive Officer  
Public Information Office  
Audit Committee

**CENTRALIZED CONTRACT MONITORING PILOT PROJECT  
INTEGRATED CARE MANAGEMENT PROGRAM  
FISCAL YEAR 2004-2005  
ARMENIAN RELIEF SOCIETY**

**BILLED SERVICES/CLIENT VERIFICATION**

**Objective**

Determine whether ARS provided the services billed in accordance with their Integrated Care Management contract and to determine whether the program participants actually received these services.

**Verification**

We selected 95 (28%) service hours from a total of 346 service hours that ARS billed the Department of Community and Senior Services (DCSS) in March, April, and May 2004.

We also reviewed 16 case files for documentation to support the participant's eligibility and provision of service. For client verification, we contacted nine participants.

**Results**

ARS maintained documentation to support the eligibility of the 16 program participants sampled. In addition, the program participants interviewed stated that the services they received from ARS met their expectations. However, ARS did not always maintain sufficient documentation to support the services hours billed to DCSS. Eleven (12%) of 95 hours sampled were not sufficiently documented. ARS claimed the hours were for staff training. While the contract allows for staff training hours to be billed to the County, ARS did not provide documentation to support the staff's attendance at the training or the topics covered by the training. The undocumented hours totaled \$440.

**Recommendation**

1. **ARS management maintain sufficient documentation to support the hours billed to DCSS.**

**STAFFING/CASELOAD LEVELS**

**Objective**

Determine whether the Care Manager maintained a case load of 40 or less, as required by the County contract.

**Verification**

We interviewed ARS' Care Manager and Program Director and reviewed a listing of the cases assigned to the Care Manager.

**Results**

ARS employs one full-time Care Manager to provide program services. The Care Manager's case load of 29 cases did not exceed the maximum amount allowed by the County contract.

**Recommendations**

There are no recommendations for this section.

**STAFFING QUALIFICATIONS****Objective**

Determine whether the Care Manager meets the qualifications required by the County contract.

**Verification**

We interviewed the Care Manager and reviewed her personnel file for documentation to confirm the qualifications.

**Results**

ARS' Care Manager did not possess a Bachelor's degree, as required by the County contract. ARS management needs to ensure that staff possess the required educational requirements prior to working on the County contract.

**Recommendation**

2. **ARS management ensure that staff possess the required educational requirements prior to working on the County contract.**

**SERVICE LEVELS****Objectives**

Determine whether ARS' reported service levels for Fiscal Year 2003-04 significantly varied from planned service levels of 1,644 hours.

**Verification**

We reviewed DCSS' invoices from July 2003 through June 2004 for actual service levels billed and compared them to ARS' proposed/budgeted service levels for the same period.

**Results**

For FY 2003-04, ARS' actual service levels were 1,534 hours which were 93% of their planned service levels.

**Recommendations**

**There are no recommendations for this section.**



ARMENIAN RELIEF SOCIETY  
SOCIAL SERVICES  
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ADMINISTRATIVE OFFICE

J. Tyler McCauley  
Auditor-Controller  
County of Los Angeles  
1000 S. Fremont Ave.  
Unit 51, Bldg. A9 East  
Alhambra, CA 91803-4737

December 6, 2004

Dear Mr. McCauley,

Armenian Relief Society Social Services (ARS SS) has received the report of the Centralized Contract Monitoring Pilot Project of the Integrated Care Management Program. Please allow this correspondence to serve as ARS SS' corrective action plan in response to that report.

**Finding #1**

*ARS did not always sufficiently document the services hours billed to DCSS. Approximately 12% (11 of 95) of the hours were for staff training. However, ARS did not provide documentation to support the staff's attendance or copies of the training session's agenda. The amount of undocumented hours totaled \$440.*

**Corrective action:**

ARS SS has developed the attached *Attendance Verification* which staff attending required meetings and trainings will have signed by County staff in order to document attendance and hours at all future meetings. ARS SS is hopeful that this documentation, when signed by County staff members who lead trainings and meetings, will be accepted as proof of attendance.

**Finding #2**

*ARS' Care Manager did not possess a Bachelor's degree as required by the County contract.*

**SERVICE OFFICES:**

**GLENDAL:** 517 W. Glenoaks Blvd.  
Glendale, CA 91202  
Tel: (818) 241-7533  
Fax: (818) 241-5755

**MONTEBELLO:** 420 W. Washington Blvd.  
Montebello, CA 90640  
Tel: (323) 727-9055  
Fax: (323) 727-0059

**STUDIO CITY:** 11719 Moorpark Street  
Studio City, CA 91604  
Tel: (818) 753-8227  
Fax: (818) 623-0550

**HOLLYWOOD:** 1203 N. Vermont Ave.  
Los Angeles, CA 90029  
Tel: (323) 669-0471  
Fax: (323) 669-1235

**PASADENA:** 740 E. Washington Blvd.  
Pasadena, CA 91104  
Tel: (626) 797-6208  
Fax: (626) 798-7872

**Corrective action:**

To ensure complete compliance with program requirements, Ms. Manoukian has in-rolled in school and is completing the requirements for her Bachelor's degree. Ms. Vera Manoukian, the Care Manager in question was hired in 1999. She now possesses 5 years of experience delivering services through the program. Ms. Manoukian also possessed extensive volunteer experience working with needy participants in the community as well as the linguistic and cultural competencies necessary to deliver services to the target population.

ARS SS is extremely appreciative of the assistance provided by your offices during the Centralized Contract Monitoring Pilot Project. We look forward to continuing our partnership in ensuring the quality services are provided in compliance with all contractual requirements.

Sincerely,

A handwritten signature in cursive script, appearing to read "Sona Zinzalian".

Sona Zinzalian  
Executive Director

Cc: Pamela Hubbard



ARMENIAN RELIEF SOCIETY  
SOCIAL SERVICES  
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ADMINISTRATIVE OFFICE

ATTENDANCE VERIFICATION

This verifies that \_\_\_\_\_ was in attendance at the following Interagency  
Coordination/Training/Meeting for the Integrated Care Management Program:

Training/Meeting Topic	Location	Date
_____	_____	_____
Signature of Training/Meeting Facilitator	_____	Date

SERVICE OFFICES:

GLENDALE: 517 W. Glenoaks Blvd. Glendale, CA 91202 Tel: (818) 241-7533 Fax: (818) 241-5755	MONTEBELLO: 420 W. Washington Blvd. Montebello, CA 90640 Tel: (323) 727-9055 Fax: (323) 727-0059	STUDIO CITY: 11719 Moorpark Street Studio City, CA 91604 Tel: (818) 753-8227 Fax: (818) 623-0550
HOLLYWOOD: 1203 N. Vermont Ave. Los Angeles, CA 90029 Tel: (323) 669-0471 Fax: (323) 669-1235	PASADENA: 740 E. Washington Blvd. Pasadena, CA 91104 Tel: (626) 797-6208 Fax: (626) 798-7872	